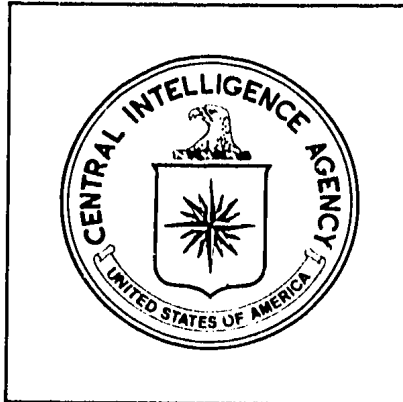


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Decisionmaking in the USSR

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Decisionmaking in the USSR

The supreme policymaking body for the USSR is the Political Bureau (Politburo) of the Central Committee of the Communist Party of the Soviet Union. This group is chaired by Leonid Brezhnev and includes the Communist Party Secretaries for ideology, industry, and agriculture as well as top government leaders such as Kosygin and Mazurov and spokesmen for other key groups. At weekly meetings, Politburo members present policy recommendations according to their areas of responsibility. Much of the staff work on these recommendations is done by the Central Committee sections.¹ The final policy decisions are reached by consensus, although the results of Politburo voting are never published.

Once policy decisions have been made by the Politburo, the Central Committee assumes a general supervisory role while details of implementation and administration of policy are handled by the government. In the economic sphere, for example, the Politburo sets the guidelines for the annual and five-year plans. The drafting of the plan documents, however, is done by the government planning organization. After the draft plans are approved, the government assumes responsibility for implementation and passes plan targets down to industrial organizations for fulfillment.

The Soviet government is headed by a Chief of State -- N.V. Podgornyy -- and by a Head of Government -- A.N. Kosygin. Podgornyy holds a largely ceremonial office, but Kosygin, as Chairman of the Council of Ministers, holds a major office. The Council of Ministers administers the economic life of the country; it has final responsibility for determining output of all major commodities, for setting prices and wages, and for seeing that plans are fulfilled.²

Most ministry heads and their deputies are senior executives, and not policymakers. A minister's main job is to see that plans are fulfilled in his jurisdiction -- which, for example, may be the entire steel industry, all of Soviet communications, or the nation's educational system; but a few ministers, including Agriculture Minister Polyanskiy, Foreign Minister Gromyko, Defense Minister Grechko, and State Security Chairman Andropov, are also Politburo members with strong voices in policy decisions.

1. For the organization of the Central Committee, see the chart.

2. For the administrative organization of the Council of Ministers, see the chart.

Note: Comments and queries regarding this publication are welcomed. They may be directed to [redacted] of the Office of Economic Research,

[redacted]	[redacted]	[redacted]
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All ministers can of course influence policy to the extent that they lobby successfully among policymakers. Many of the industrial ministers have been enterprise managers with engineering-technical backgrounds. Within their vast, cumbersome domains, the industrial ministers deal with production and staffing, allocate funds for investment and R&D, and decide the matters that would come before the operating head of a giant corporation.

The Central Committee section heads and their staffs exercise as much authority as the ministry heads and their deputies; however, they perform different functions and they have different career backgrounds. For example, in meetings with representatives of foreign governments, ministry heads act as official spokesmen while heads of the Central Committee sections would perform comparable tasks with party representatives of other Communist countries. Many of the section heads have technical educations but have not continued their respective specialties, choosing instead to become involved in the party apparatus. The section heads oversee the work of the ministries, and thus they are an important point in the transmission of policies set by party organizations.

Foreign Trade

Foreign trade decisionmaking in the USSR is centralized at the highest party-government levels. Broad policy decisions are made by the Politburo, and tight control over foreign trade activity is maintained by the Council of Ministers. Over the last ten years, the Council of Ministers has assumed more direct control of foreign trade and now coordinates all foreign trade activity. The deputy premiers presently closest to foreign trade matters are V.N. Novikov and V.A. Kirillin, who is also head of the State Committee for Science and Technology.

The details of administering foreign trade and fulfilling foreign trade plans are left to the Ministry of Foreign Trade, headed by N.S. Patolichev. The Ministry of Foreign Trade receives information from the government planning organization on import requirements and exportable surpluses. The Ministry supervises more than 40 foreign trade corporations through which all trade is conducted. Although Soviet industrial organizations cannot conduct foreign trade directly, there is an increasing tendency to allow representatives of industry to participate in trade discussions. This policy is expected to result in foreign trade decisions that are more rational and more responsive to industry's needs.

The State Committee for Science and Technology is the prime force in the USSR's drive to acquire foreign technology. This group monitors foreign technological developments and determines which foreign innovations should be imported. The Committee evaluates competitive

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contract proposals, sets prices on Soviet technology sold abroad, and determines foreign currency outlays. The official division of labor between the State Committee and the Ministry of Foreign Trade has never been made clear, and rivalry between these organizations has long been evident. Foreign visitors to the USSR who are involved in technology sales or technical cooperation are received by the State Committee's Deputy Chairman for foreign relations D.M. Gvishiani, who is Premier Kosygin's son-in-law.³

3. For the organization of the State Committee for Science and Technology, see the chart.

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CPSU CENTRAL COMMITTEE APPARATUS September 1, 1973

POLITBURO		
MEMBERS		CANDIDATE MEMBERS
Yu.V. Andropov (Chm., Committee for State Security)		P.N. Demichev (Sec., CC-CPSU)
L.I. Brezhnev (Gen. Sec., CC-CPSU; Member, Presidium, USSR Supreme Soviet)		P.M. Masherov (1st Sec., CC Belarussian CP)
A.A. Grieko (Min. of Defense)		B.N. Panomarev
V.V. Grishin (1st Sec., Moscow City Party Committee)		Sh.R. Rashidov (1st Sec., CC Uzbek CP)
A.A. Gromyko (Min. of Foreign Affairs)		G.V. Romanov (1st Sec., CC Leningrad Oblast CP)
A.P. Kirilenko (Sec., CC-CPSU)		M.S. Salomennikov
A.N. Kosygin (Chm., USSR Council of Ministers)		D.F. Ustinov (Sec., CC-CPSU)
F.D. Kulakov (Sec., CC-CPSU)		
D.A. Kunayev (1st Sec., CC Kazakh CP)		
K.T. Mazurov (1st Dep. Chm., USSR Council of Ministers)		
A.Ya. Pelshe (Chm., CC-CPSU Party Control Committee)		
N.V. Podgornyy (Chm., Presidium, USSR Supreme Soviet)		
D.S. Polyanskiy (Minister of Agriculture USSR)		
M.A. Suslov (Sec., CC-CPSU)		
A.N. Shelapin (Chm., A-U Central Council of Trade Unions)		
V.V. Shcherbitskiy (1st Sec., CC Ukrainian CP)		

SECRETARIAT	
Gen. Sec. L.I. Brezhnev	A.P. Kirilenko
P.N. Demichev	F.D. Kulakov*
V.I. Dolgikh	B.N. Panomarev*
I.V. Kapitanov*	M.A. Suslov
K.F. Katushev	D.F. Ustinov

SECTIONS OF CENTRAL COMMITTEE				
MAIN POLITICAL ADMINISTRATION OF SOVIET ARMY AND NAVY Chm. A.A. Yapishev (1)	CULTURE Chm. V.F. Shauro (2)	CADRES ABROAD Chm. A.S. Panyushkin? (4)	AGRICULTURE Chm. F.D. Kulakov (1)	ADMINISTRATIVE ORGANS Chm. N.I. Savinkin (2)
	PROPAGANDA Unknown	INTERNATIONAL Chm. B.N. Panomarev (1)	CHEMICAL INDUSTRY Chm. V.M. Bushuyev (2)	ADMINISTRATION OF AFFAIRS Chm. G.S. Pavlov (1)
	SCIENCE AND EDUCATIONAL INSTITUTIONS Chm. S.P. Tropeznikov (1)	RELATIONS WITH BLOC PARTIES Unknown	CONSTRUCTION Chm. I.N. Dmitriyev (2)	GENERAL Chm. K.V. Chernenko (1)
			DEFENSE INDUSTRY Chm. I.D. Serbin (2)	
			HEAVY INDUSTRY Chm. V.I. Dolgikh? (1)	
			LIGHT AND FOOD INDUSTRIES Unknown	
			MACHINE BUILDING Chm. V.S. Frolov (2)	
			TRADE AND DOMESTIC SERVICES Chm. Ya.I. Kabakov (2)	
			TRANSPORT AND COMMUNICATIONS Chm. K.S. Simonov (2)	
			PLANNING AND FINANCIAL ORGANS Unknown	

CPSU CENTRAL COMMITTEE APPARATUS

September 1, 1973

POLITBURO	
MEMBERS	CANDIDATE MEMBERS
Yu.V. Andropov (Chm., Committee for State Security)	
L.I. Brezhnev (Gen. Sec., CC-CPSU; Member, Presidium, USSR Supreme Soviet)	P.N. Demichev (Sec., CC-CPSU)
A.A. Grechko (Min. of Defense)	P.M. Masherov (1st Sec., CC Belorussian CP)
V.V. Grishin (1st Sec., Moscow City Party Committee)	B.N. Panomarev
A.A. Gromyko (Min. of Foreign Affairs)	Sh.R. Rashidov (1st Sec., CC Uzbek CP)
A.P. Kirilenko (Sec., CC-CPSU)	D.V. Romanov (1st Sec., CC Leningrad Oblast CP)
A.N. Kosygin (Chm., USSR Council of Ministers)	M.S. Solomentsov
F.D. Kulakov (Sec., CC-CPSU)	D.F. Ustinov (Sec., CC-CPSU)
D.A. Kunayev (1st Sec., CC Kazakh CP)	
K.T. Mazurek (1st Dep. Chm., USSR Council of Ministers)	
A.Ya. Polshin (Chm., CC-CPSU; Central Committee)	
N.V. Podgornyy (Chm., Presidium, USSR Supreme Soviet)	
D.S. Polyanskiy (Minister of Agriculture USSR)	
M.A. Suslov (Sec., CC-CPSU)	
A.N. Sholapin (Chm., A-U Central Council of Trade Unions)	
V.V. Shcherbitskiy (1st Sec., CC Ukrainian CP)	

(1)

PARTY CONTROL COMMITTEE

Chm. A. Ya. Polshin

(1)

SECRETARIAT

Gen. Sec. L.I. Brezhnev
 P.N. Demichev
 V.I. Dolgikh
 I.V. Kapitonov*
 K.F. Kotushev
 A.P. Kirilenko
 F.D. Kulakov*
 B.N. Panomarev*
 M.A. Suslov
 D.F. Ustinov

(1)

SECTIONS OF CENTRAL COMMITTEE

CADRES ABROAD Chm. A.S. Panyushkin? (4)	AGRICULTURE Chm. F.D. Kulakov (1)	ADMINISTRATIVE ORGANS Chm. N.I. Savinkin (2)	PARTY ORGANIZATIONAL WORK Chm. I.V. Kapitonov (1)	UNIDENTIFIED SECTION Chm. N.N. Orlov (4)
INTERNATIONAL Chm. B.N. Panomarev (1)	CHEMICAL INDUSTRY Chm. V.M. Bushuyev (3)	ADMINISTRATION OF AFFAIRS Chm. G.S. Pavlov (1)		UNIDENTIFIED SECTION Chm. P.A. Abramov (3)
RELATIONS WITH BLOC PARTIES Unknown	CONSTRUCTION Chm. I.N. Dmitriyev (3)	GENERAL Chm. K.V. Chernenko (1)		
	DEFENSE INDUSTRY Chm. I.D. Serbin (2)			
	HEAVY INDUSTRY Chm. V.I. Dolgikh? (1)			
	LIGHT AND FOOD INDUSTRIES Unknown			
	MACHINE BUILDING Chm. V.S. Frolov (2)			
	TRADE AND DOMESTIC SERVICES Chm. Ya.I. Kabanov (2)			
	TRANSPORT AND COMMUNICATIONS Chm. K.S. Simonov (3)			
	PLANNING AND FINANCIAL ORGANS Unknown			

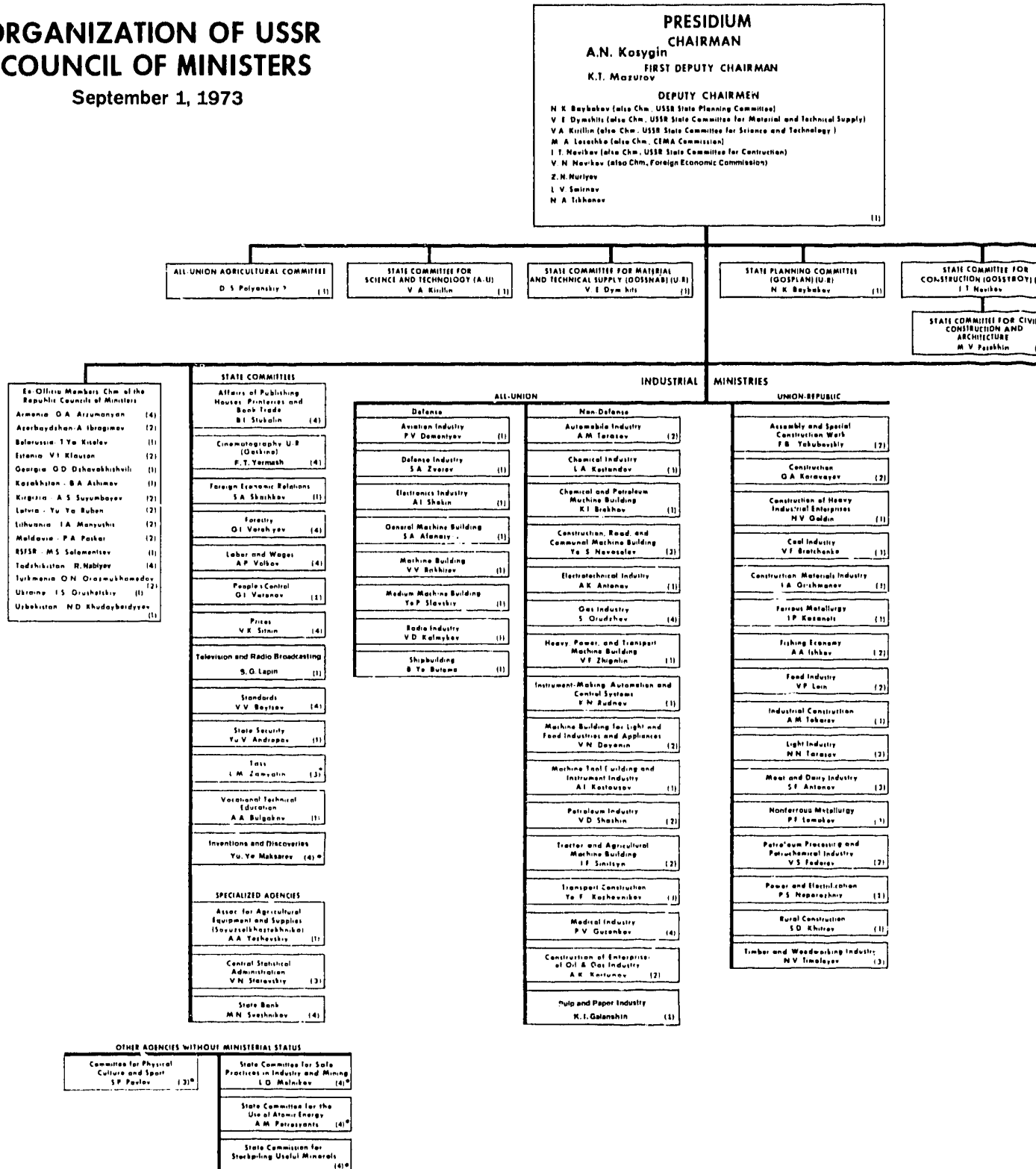
— Also on Politburo
 • Also head of CC section

National Party status

- (1) Member, CC-CPSU
- (2) Candidate Member, CC-CPSU
- (3) Member, CPSU Central Auditing Commission
- (4) None

ORGANIZATION OF USSR COUNCIL OF MINISTERS

September 1, 1973



<p align="center">PRESIDIUM</p> <p align="center">CHAIRMAN</p> <p align="center">A.N. Kosygin</p> <p align="center">FIRST DEPUTY CHAIRMAN</p> <p align="center">K.T. Mazurov</p> <p align="center">DEPUTY CHAIRMEN</p> <p>N.K. Baybakov (also Chm., USSR State Planning Committee)</p> <p>V.I. Dymshits (also Chm., USSR State Committee for Material and Technical Supply)</p> <p>V.A. Kirillin (also Chm., USSR State Committee for Science and Technology)</p> <p>M.A. Lashchko (also Chm., CEMA Commission)</p> <p>I.I. Novikov (also Chm., USSR State Committee for Construction)</p> <p>V.N. Navikov (also Chm., Foreign Economic Commission)</p> <p>Z.N. Murtyev</p> <p>L.V. Smirnov</p> <p>N.A. Tikhonov</p>
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<p>STATE COMMITTEE FOR SCIENCE AND TECHNOLOGY (A-U)</p> <p>V.A. Kirillin (1)</p>	<p>STATE COMMITTEE FOR MATERIAL AND TECHNICAL SUPPLY (GOSPLAN) (U-R)</p> <p>V.I. Dymshits (1)</p>	<p>STATE PLANNING COMMITTEE (GOSPLAN) (U-R)</p> <p>N.K. Baybakov (1)</p>	<p>STATE COMMITTEE FOR CONSTRUCTION (GOSSTROY) (U-R)</p> <p>I.I. Novikov (1)</p>	<p>CEMA COMMISSION</p> <p>M.A. Lashchko (1)</p>	<p>FOREIGN ECONOMIC COMMISSION</p> <p>V.N. Navikov (1)</p>
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INDUSTRIAL MINISTRIES		NON-INDUSTRIAL MINISTRIES	
ALL-UNION	UNION-REPUBLIC	UNION-REPUBLIC	ALL-UNION
<p>Defense</p> <p>V.V. Dementyev (1)</p>	<p>Automobile Industry</p> <p>A.M. Tarasov (2)</p>	<p>Assembly and Special Construction Work</p> <p>I.B. Yakubovskiy (2)</p>	<p>Civil Aviation</p> <p>B.P. Bugayev (1)</p>
<p>Aviation Industry</p> <p>S.A. Zverev (1)</p>	<p>Chemical Industry</p> <p>L.A. Kostanov (1)</p>	<p>Construction</p> <p>G.A. Karavayev (2)</p>	<p>Foreign Trade</p> <p>N.S. Patachev (1)</p>
<p>Electronics Industry</p> <p>A.I. Shokin (1)</p>	<p>Chemical and Petroleum Machine Building</p> <p>K.I. Bakhtov (1)</p>	<p>Construction of Heavy Industrial Enterprises</p> <p>N.V. Gaidin (1)</p>	<p>Maritime Fleet</p> <p>I.B. Gushenko (2)</p>
<p>Machine Building</p> <p>S.A. Afanasyev (1)</p>	<p>Construction, Road, and Communal Machine Building</p> <p>Ya.S. Kharashev (1)</p>	<p>Coal Industry</p> <p>V.I. Bratchenko (1)</p>	<p>Railways</p> <p>B.P. Beshchev (1)</p>
<p>Machine Building</p> <p>V.V. Bakhtov (1)</p>	<p>Electrotechnical Industry</p> <p>A.R. Antonov (1)</p>	<p>Construction, Materials Industry</p> <p>I.A. Orishmanov (1)</p>	
<p>Machine Building</p> <p>Ya.P. Slavskiy (1)</p>	<p>Gas Industry</p> <p>S. Grudtchev (4)</p>	<p>Ferrous Metallurgy</p> <p>I.P. Kazanets (1)</p>	
<p>Radio Industry</p> <p>V.D. Kalmykov (1)</p>	<p>Heavy, Power, and Transport Machine Building</p> <p>V.F. Zhigalin (1)</p>	<p>Fishing Economy</p> <p>A.A. Ishkov (2)</p>	
<p>Shipbuilding</p> <p>B.Ye. Bulana (1)</p>	<p>Instrument-Making, Automation and Control Systems</p> <p>K.N. Rudnev (1)</p>	<p>Food Industry</p> <p>V.P. Loin (2)</p>	
	<p>Machine Building for Light and Food Industries and Appliances</p> <p>V.N. Dvornik (2)</p>	<p>Industrial Construction</p> <p>A.M. Tobarov (1)</p>	
	<p>Machine Tool Building and Instrument Industry</p> <p>A.I. Kostanov (1)</p>	<p>Light Industry</p> <p>N.N. Tarasov (2)</p>	
	<p>Petroleum Industry</p> <p>V.D. Shashin (2)</p>	<p>Meat and Dairy Industry</p> <p>S.F. Antonov (3)</p>	
	<p>Tractor and Agricultural Machine Building</p> <p>I.F. Simityev (2)</p>	<p>Nonferrous Metallurgy</p> <p>P.F. Lomakov (1)</p>	
	<p>Transport Construction</p> <p>Ya.F. Koshovnikov (1)</p>	<p>Petroleum Processing and Petrochemical Industry</p> <p>V.S. Fedorov (2)</p>	
	<p>Medical Industry</p> <p>P.V. Guseinov (4)</p>	<p>Power and Electrification</p> <p>P.S. Noproschitskiy (1)</p>	
	<p>Construction of Enterprises of Oil & Gas Industry</p> <p>A.R. Kaitanov (2)</p>	<p>Rural Construction</p> <p>S.D. Khirayev (1)</p>	
	<p>Pulp and Paper Industry</p> <p>K.I. Galenshin (1)</p>	<p>Timber and Woodworking Industry</p> <p>N.V. Timofeyev (2)</p>	

A-U ALL-UNION

U-R UNION-REPUBLIC

NATIONAL PARTY STATUS

(1) Member, CC-CPSU

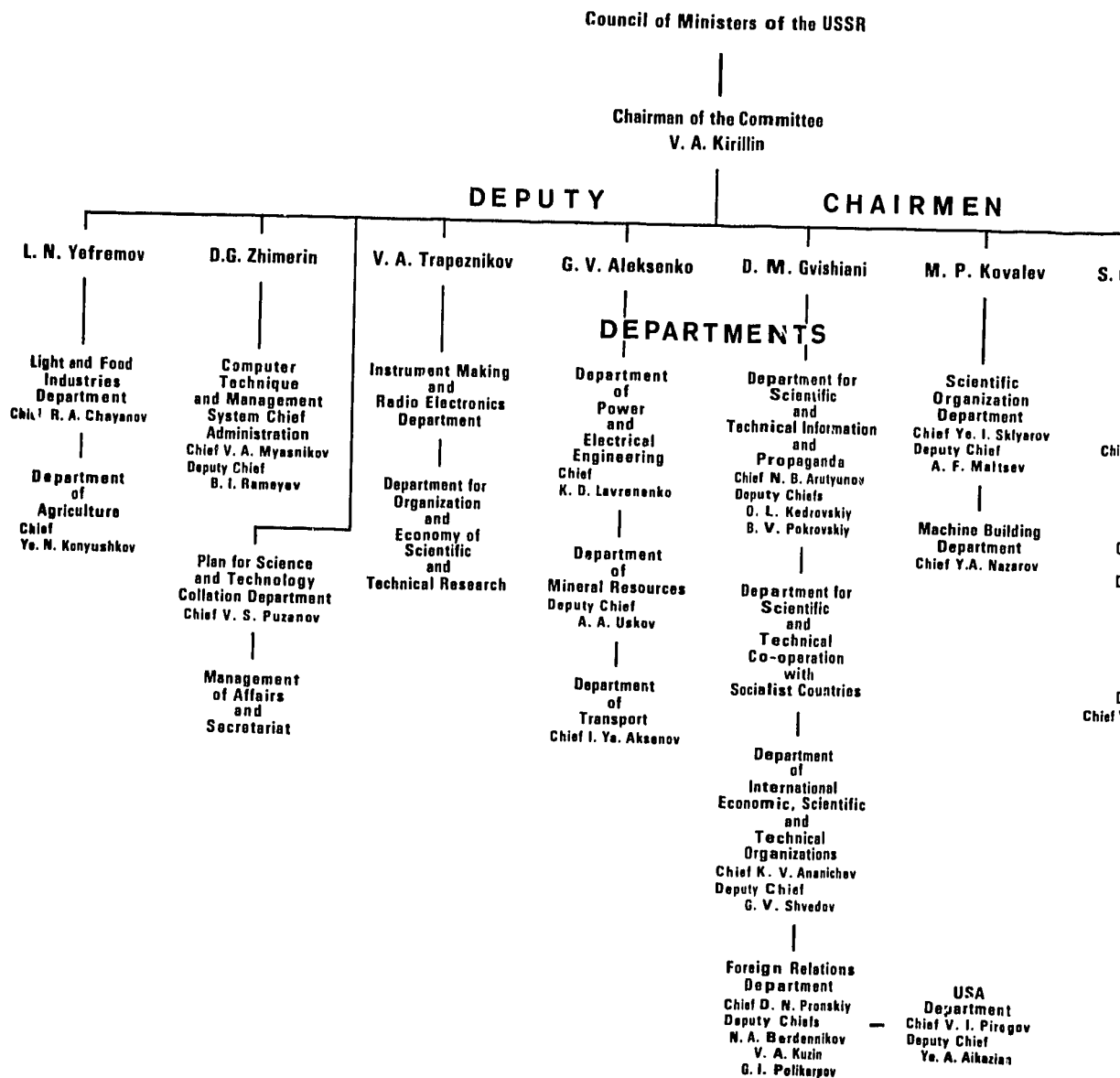
(2) Candidate Member, CC-CPSU

(3) Member, CPSU Central Auditing Commission

(4) None

* OFFICIALS NOT MEMBERS OF COUNCIL OF MINISTERS

ORGANIZATION OF USSR STATE COMMITTEE FOR SCIENCE AND TECHNOLOGY



OF USSR STATE COMMITTEE FOR SCIENCE AND TECHNOLOGY

Council of Ministers of the USSR

Chairman of the Committee
V. A. Kirillin

DEPUTY

CHAIRMEN

V. A. Trapeznikov

G. V. Aleksenko

D. M. Gvishiani

M. P. Kovalev

S. M. Tikhomirov

K. P. Cherniyayev

DEPARTMENTS

Instrument Making
and
Radio Electronics
Department

Department for
Organization
and
Economy of
Scientific
and
Technical Research

Department
of
Power
and
Electrical
Engineering
Chief
K. D. Lavrenenko

Department
of
Mineral Resources
Deputy Chief
A. A. Uskov

Department
of
Transport
Chief I. Ya. Aksenov

Department for
Scientific
and
Technical Information
and
Propaganda
Chief N. B. Arutyunov
Deputy Chiefs
O. L. Kedrovskiy
B. V. Pokrovskiy

Department for
Scientific
and
Technical
Co-operation
with
Socialist Countries

Department
of
International
Economic, Scientific
and
Technical
Organizations
Chief K. V. Ananichev
Deputy Chief
G. V. Shvedov

Foreign Relations
Department
Chief D. N. Pronskiy
Deputy Chiefs
N. A. Berdennikov
V. A. Kuzin
G. I. Polikarpov

Scientific
Organization
Department
Chief Ye. I. Sklyarov
Deputy Chief
A. F. Maltsev

Machine Building
Department
Chief Y. A. Nazarov

Department
of
Chemistry
Chief I. V. Kalochits

Timber
and
Construction
Industries
Department

Finance
and
Investment
Department
Chief Ye. Ye. Grishayev

Department
of
Metallurgy
Chief N. A. Tatarintsev

Department
of
Scientific Equipment

Department
of
Personnel

Administrative
Services
Department
Chief P. Ye. Obolentsev

Foreign Relations
Department

USA
Department
Chief V. I. Pirogov
Deputy Chief
Ye. A. Aikazian